



Metro | *Agenda*

Meeting: Metro Council Retreat
Date: Tuesday, Feb. 12, 2013
Time: 9 a.m. to 12 p.m. (noon)
Place: Oregon Convention Center, VIP B

- 1. INTRODUCTION**
- 2. DISCUSS LONG RANGE GOALS**
- 3. UPDATE ON AGENCY INITIATIVES**
- 4. ALIGNMENT AND PRIORITIZATION EXERCISE**
- 5. SUMMARY, NEXT STEPS**
- 6. ADJOURN**

Materials following this page were distributed at the meeting.



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Time: 9 a.m. to 12 p.m. (noon)
Place: Oregon Convention Center, VIP B
Purpose: Goal setting
Outcome: Provide direction on short and long-term council goals

- 9:00 Welcome: Retreat objectives and agenda review
- 9:05 Introduction: Metro's current work
- Long range vision; 20-50 year time horizon
 - Long range goals; 5-10 year accomplishments
 - Initiatives; projects in the next 18-36 months
- 9:35 Homework: goals and policy discussion
- Each councilor shares goals and supporting policy
- 10:35 Break
- 10:45 Prioritization exercise
- Align and prioritize council goals
- 11:45 Summary and next steps
- 12:00 Adjourn

DRAFT--FOR REVIEW--FEB 2013

Metro Council Ground Rules

Everyone participates. Strive to be concise, stay on topic, and seek participation from all council members.

Different opinions and participation styles are welcome. Recognize that some individuals are comfortable sharing “draft” ideas and opinions, and others won’t express an opinion until fully thought through.

Start and finish on time. Sometimes, a topic will need more time for discussion than allotted. If so, acknowledge this, and agree on how the group will address this need.

One conversation at a time. Limit sidebar conversations. We all interrupt on occasion by mistake, or to build on others statements; however, strive to allow each person the space to finish their thought.

Be present. Use of laptops and smart phones should be limited to the needs of the current meeting (note taking, asking for fact checking by others, etc.), and used in as limited a manner as possible.

Silence is agreement. It isn’t acceptable to remain silent in a meeting and then later say you do not agree with a group decision.

Challenge ideas, not individuals. Strive to keep conversations from taking on a personal tone, and be prepared to share your reasoning.

Praise in public; criticize in private.

Do what you say you will do. Council members are accountable for following through on agreed actions and the group should hold each other mutually accountable.

Respect and accept your group. We all are individuals, have our own perspectives, and process information and communicate in different ways.

NEW: Seek to avoid surprises. We strive to inform other councilors when we have new information or ideas, or when we are going to ask the Council for support on a position that may be controversial.

Metro Retreat
January 30 & 31, 2013

Council Agreements

Meeting Management

- **Pacing**
 - Staff develops/follows standard template for meeting preparation, with:
 - Desired outcomes
 - Preparatory reading
 - Who to consult for more clarification
 - Provided with sufficient lead time for review
 - *Action Steps*
 - *Staff needs to receive feedback on their presentations*
 - *Shorten staff presentation, as appropriate.*
 - Councilors will come prepared to meeting having familiarized themselves with the material, seek to address individual needs prior to the meetings
 - Strive to hold questions until end of presentation (unless it is a essential question to promote understanding)
 - Facilitation with focus on balancing participation and achieving desired outcomes
 - The Council President is the primary facilitator
 - The councilor "leading the work" is the secondary facilitator
 - All council members are encouraged to redirect discussion if it becomes imbalanced or off-focus.
 - Set a time limit for talking and number of individual contributions on a given topic.
- **Engagement**
 - Follow meeting Ground Rules (previously developed)
 - Add "seek to avoid surprises during meetings" to the existing ground rules.
 - Agreement when dialogue is lost/compromised
 - Anyone can say: "take it off line" or "let's talk later"
 - Individuals can continue their conversation later one-on-one
- **Decision making**
 - Provide an integrated timeline with updates and reminders
 - Educate staff on issues/information technology
 - Apply agreements for goal planning retreat set for 2/12
 - *Action Step:*
 - *Martha will check in with the councilors the end of February to provide collect feedback for update on these agreements.*

Council Agreements (cont)

Communication

- Councilors are to be informed when the Council President is scheduled to meet with elected officials in their district; or when a meeting is on an issue that councilors have not met resolution.
 - *Action Steps*
 - *More work to be done on "priorities"*
 - *More work on determining a process for implementing this idea*
- After the Council President meets with an "Important other", an email will be sent out reviewing what was discussed.
 - *Action Steps*
 - *Logistics need to be worked out for priorities, and who writes/sends the emails.*
- Communicating with each other outside of meetings
 - Take advantage of texts, emails and phone calls
 - Schedules will be cleared 30 minutes (when possible) prior to meetings to provide increased opportunity for information conversations
 - *Action Steps*
 - *Meetings times need to be re-confirmed with the group*
 - *Staff need to be notified to reserve this time slot.*

Conflict Agreements

- Take it directly to the person involved
- Cool off/ponder before discussing
- Signal for discussion time-limit
 - Redirect in the moment
 - Process check topic/time
 - Rounds
- Ask for feedback "how did I do?"
- Do not engage staff in personal conflict. Don't ask them to take sides.
- Expectation on listening and dialogue.

Work load balance

- The group supported the current process and that the Council President will provide a general discussion when assignments are set up (annually or as needed)

Council Agreements (cont)

Maintaining the gain

- Monitor agreements and group dynamics on an ongoing basis
- Periodic check-in (during regular quarterly review meetings)
 - Review business goals
 - Review retreat agreements and assess the progress of working effectively together.
- Create agreement cards for personal use during meetings
- The Council President discusses agreements during one-on-one meetings
- It is the Council President's responsibility to ensure the councilor members periodically review the agreements

Talking Points concerning the two day retreat

- New Group—better sense of each other
- Excited about working together
- Developing working agreements
 - Reviewed the prior agreements
 - Developed new agreements

Plus/Delta

- Plus
 - Dinner
 - Opportunity to talk and get to know each other and our work styles
 - Letting go of old tapes
 - Made agreements
 - "Remarkably great"
- Delta
 - Could not hear one another at dinner
 - No complex carbs at end of meeting

Discussion Notes

Dialogue vs. Debate

Dialogue	Debate
Lots of ideas There is an outcome Supportive of each other's roles "what if" discussion Listening	Winning Often impractical conflicts Dogmatic Potential for good guys/bad guys Convincing 3 rd party "I am right"
<u>Emotion (helpful for dialogue)</u> open-minded trust and respect are maintained feels safe enables gain of personal insight emotions are managed more inclusive open/honest	<u>Emotion (not helpful for dialogue)</u> Causes conversation to Close down Narrow Lost of control Upset Ability to listen is absent No longer an exchange of ideas Personal or attacking

Conflicts

How we expand our conflicts?

- Not bringing up issues directly with one another
- Not expressing issues early enough
- Keeping score for use in a later conflict
- Creating scar tissue: Not forgiving and forgetting
- Rising to the bait when someone asks for "gossip" about the council.
- Using Martha or staff as referees
- Making negative or judgmental comments to others/staff
 - Language & tone
- Gossiping with staff members
- Scorekeeping by staff

Current large-scale initiatives

Southwest Corridor Plan

The Southwest Corridor Plan is building a shared vision for the investments we need to make in the southwest part of our region to build great downtowns and main streets while making it safer, faster and easier for everyone to get around.

Climate Smart Communities

The Climate Smart Communities Project is building a shared strategy to reduce tailpipe emissions by reducing traffic and by creating neighborhoods where people can walk, bike or use transit to get where they need to go.

Community Investment Initiative

The Community Investment initiative is creating an integrated federal, state, regional and local investment approach to help maintain existing public structures and community assets and to support targeted new investments to spur job creation and implement local plans.

Solid Waste Roadmap

The Solid Waste Road Map is about finding new ways to reduce the amount of waste we create and the costs of safely disposing the things we can't recycle or reuse. The Solid Waste Roadmap is a multi-year effort to evaluate and determine the best approaches for Metro to dispose of the region's garbage after 2019.

Equity

The Equity Strategy Program will develop an agency-specific equity strategy for Metro. The Equity Strategy will define Metro's roles and responsibilities in advancing equity as one of the region's six desired outcomes and will guide implementation of an actionable and measurable Equity Action Plan across the agency.

Convention Center Hotel

The OCC hotel project is intended to develop a 600-room block on the property directly north of the Convention Center. Investment of minimal public resources and leveraging private sector development will ensure future viability of the OCC along with stimulating the economy.

Natural Areas Levy

The Natural Areas Levy is designed to prioritize the work needed to preserve and maintain our natural areas so we all continue to benefit from the protection of sensitive habitat and clean water while affording recreational opportunities they provide.

Willamette Falls

Willamette Falls is a project located at the site of the former Blue Heron Paper Mill. Metro is working closely with Oregon City, Clackamas County and the State of Oregon, in exploring how a public partnership could come together to provide resources and support to transform the industrial site into true regional center.

Venue strategic plans

To ensure the long term viability of our venues Metro will examine its traditional business model and create a strategic plan that will address ongoing challenges for each venue.

Coming soon

Urban Growth Management (UGR/UGB)

Urban Growth Management is Metro's responsibility to accommodate the regions 20 year population and employment growth. The next Urban Growth Report is scheduled to be published in the summer of 2014.

Regional Transportation Plan

The RTP presents the overarching policies and goals, system concepts for all modes of travel, funding strategies and local implementation requirements. The plan recommends how to invest more than \$20 billion in anticipated federal, state and local transportation funding in the Portland metropolitan area during the next 25 years.

Powell-Division Corridor

This effort will identify opportunities to improve main streets while making it safer, faster and easier for residents in Portland and Gresham to get around. The project is expected to begin mid 2013.